

POSITION DESCRIPTION AND IDEAL CANDIDATE PROFILE

**For the position of
President**



Eugene, Oregon

This report has been prepared exclusively for the university of Oregon and the Oregon University System and includes sensitive information. The use of this report should therefore be controlled and limited to those concerned directly with this assignment.

OVERVIEW

The Oregon State Board of Higher Education invites nominations and applications for the position of president of the University of Oregon (UO). The UO seeks an inspirational, passionate, innovative leader and strategic thinker with stature, distinction, and an exemplary record of leadership—a president who relentlessly pursues and promotes academic excellence, and has a demonstrated and well-articulated passion for public higher education.

The UO, located in Eugene, is one of the nation's premier public research universities. It is designated a Carnegie Doctoral/Research Extensive University, and is one of 61 members of the prestigious Association of American Universities (AAU)—one of only two AAU universities in the greater Northwest. Although similar to its fellow AAU members in the quality of its research and teaching, the UO's character is distinctive:

- a smaller, more intimate educational experience;
- a research profile that has always been highly multidisciplinary;
- strong international focus and founding member of the Association of Pacific Rim Universities;
- a commitment to sustainability that infuses its academic programs, campus operations, design and architecture; and
- an ethos of public service that is part of the educational experience and consistently demonstrated by alumni well beyond graduation.

The fundamental health of the enterprise is sound, and its national brand has never been stronger: record demand in enrollment and applications; well-recognized faculty achievement; in the top twenty in the nation for licensing income per research dollar; improving academic quality and diversity of incoming students; and fundraising at its highest levels despite the economy.

The questions and challenges facing the next president are similar to those facing other public flagship institutions across the nation. How does the UO continue to fulfill its public mission with ever decreasing state support? How does it preserve and enhance quality while at the same time maintaining affordability? How does it address disparities between the UO and its AAU peers in faculty salaries, ratio of tenure- to non-tenure related faculty, student/faculty ratio, and other areas critical to continued excellence and academic competitiveness?

In answer to these questions, in recent years the UO has presented ideas and has pursued fundamental changes in how it is governed and funded. The discourse generated by the UO's proposals has created a unique opportunity for the next president: statewide leaders, led by the governor, are pursuing governance changes, including the possibility of allowing the UO to have its own institutional board; and the campus, alumni and donor base are active and engaged in supporting the institution.

This is a rare opportunity to lead an institution poised for change and to help shape the future of all of public higher education in Oregon.

THE POSITION

The president is the executive officer, and the university's chief academic officer, administrator, spokesperson, fundraiser, and advocate. The president of the University of Oregon is also expected to be a leader within the community, the Oregon University System, and across the state, working cooperatively and collaboratively to achieve the broad objectives of public education. The president reports to the chancellor of the Oregon University System (OUS). He or she will provide vision and strategic leadership to the university and carry out the policies of the State Board of Higher Education and the OUS.

Specifically, the president will cultivate and nurture an environment that attracts and supports the highest quality, highest performing, and most diverse faculty, staff and students and that fosters safety, respect, communication, transparency, equity and inclusion as well as innovation, efficiency, professionalism, and teamwork across the institution. She or he will provide clear, strong leadership to vice presidents and direct reports (see chart on page 6). The president will make and support prudent financial and managerial decisions to ensure the fiscal strength of the institution and lead and actively participate in securing private support. The president will maintain institutional oversight of the UO's Division I NCAA intercollegiate athletics program.

The president will promote and represent the institution to all internal and external audiences, including elected and governmental officials, professional and educational associations, state, federal and international agencies, and the public at large. She or he will actively participate in community affairs in Eugene/Springfield and Portland and build stronger relationships with communities across the state. The president will work collaboratively with the chancellor, the State Board of Higher Education, other university presidents, elected and appointed officials, education and business leaders to advance the goals of higher education and of the state education enterprise.

KEY CHARACTERISTICS AND SELECTION CRITERIA

The university seeks in its 17th President an innovative leader and strategic thinker with the stature and distinction to lead one of the nation's major public research universities. She or he will be an individual of creative vision, focused energy, and unquestioned integrity, with a passion for educating students and for serving a public mission that links the growth of the university to the well-being of the state and the strengthening of all its educational institutions. The ideal candidate will have a clear vision of the future of higher education and the imagination to seize the possibilities that lie before the university and shape them to create an institution of world-class distinction to benefit Oregon and the nation.

The President will possess outstanding interpersonal, relational, and communications skills and be adept at facilitating connections and building partnerships and collaborations to accomplish the university's objectives. The President will have a clear understanding and appreciation of shared governance as a fundamental part of the culture of the university. The president will be a champion of diversity, will demonstrate cultural flexibility and embrace the many communities

that comprise the university. She or he must be agile in navigating the university's political landscape, be attuned to and able to succeed within the customs and mores of Oregon, and be skilled at attracting appropriate financial resources to support the university's strategic direction and ambitious goals. The president will embrace the mission of a dynamic public research university that is committed to raising the aspirations of all Oregonians while recognizing the increasing role of the private sector in fulfilling the university's aspirations. She or he must be a collaborative leader with the demonstrated ability to work effectively with faculty and with the leaders of other universities and education entities. The president will be an experienced leader who balances priorities and places the larger mission of the institution as an agent to achieve state goals at the forefront.

The president will possess an earned doctorate or a terminal professional degree and a strong academic sensibility; the preferred candidate will have an accomplished record of teaching, research and scholarship that merits a tenured appointment as a senior faculty member.

The following leadership characteristics are essential:

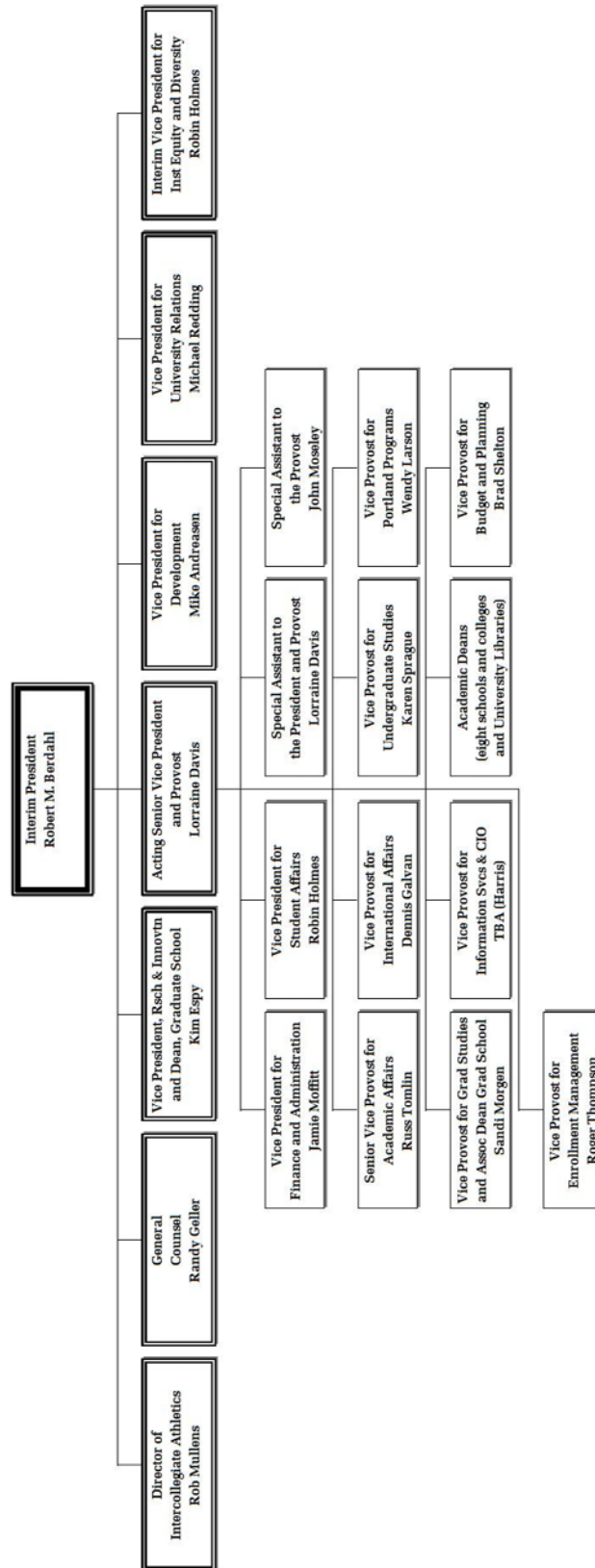
- A passion for public higher education.
- Demonstrated record of substantive leadership and accomplishment within higher education, government, research, philanthropic, or service environments with multilayered constituencies; an exemplary record of scholarly, professional, and/or individual achievement.
- An understanding and appreciation for the research culture of an AAU institution, the importance of graduate education, and the importance of working at the frontiers of knowledge creation and dissemination.
- An understanding of the critical academic and business issues facing the university and higher education in Oregon and the nation; the ability to develop and implement successful strategies to address these issues.
- Ability and agility to navigate political landscapes; to understand how to operate effectively within a unique Oregon culture that values collaboration, teamwork, equity, clarity of decision-making, independent thinking, and egalitarian ideals.
- Demonstrated success in attracting appropriate financial resources—public and private—to support the university's strategic direction and ambitious goals in an era of declining public support; proven record of forming productive relationships with donors, alumni, and other external constituents.
- A collegial leadership style that is marked by a commitment to upholding academic values and principles of shared governance, a collaborative approach to problem-solving, and a highly communicative and respectful relationship with faculty, students, administrative staff, classified employees, alumni, and other stakeholders.
- A commitment to recruit, develop and retain faculty, staff, and administrators who are committed to excellence.

- A commitment to promoting and achieving a broad diversity of thought, background, ethnicity, and perspective as the hallmark of excellence and to assuring a campus climate that is welcoming and supportive of a culturally diverse community.
- Collaborative and collegial perspective that engages with the university system and with other Oregon universities and their leadership to further the collective success of the state's higher educational institutions.
- Demonstrated experience in organizing and managing the human, financial, and capital resources of a comprehensive research university or similarly complex organization and in empowering and coordinating a skilled executive team. A significant level of financial and operational acumen, the ability to make a compelling case for investments, and a willingness to set strategic priorities and make difficult decisions.
- A global awareness and perspective that promotes strengthening university, faculty, and student engagement and impact within the global academic community and furthers university relationships in the Pacific Rim.
- A community perspective that understands the importance of strategic, constructive and positive relationships with Eugene and Portland and ensures that the university's evolution benefits the citizens of Oregon statewide.
- An understanding of the complexities of overseeing an intercollegiate athletic program within a major research university.

Desired Personal Qualities

- A visibly involved inspirational leader with strong relationship and interpersonal skills and persuasive communication skills. A fair, firm, and compassionate leader with a reputation for transparency, integrity and high ethical standards of excellence who will vigorously promote excellence within the institution.
- Must demonstrate qualities of imagination, passion, courage, resourcefulness and tenacious optimism while also having tolerance for ambiguity in a time of change.
- Evidence of sophistication around institutional communication; excellent listening skills; capacity to understand nuance; to hear, understand and correctly interpret what is said and what is unsaid.
- A willingness to embrace forward thinking technology and new delivery models for services and programs and new means to communicate in innovative ways.
- A commitment to developing the physical design of the university as an aesthetically rich environment in which to carry out one's work.
- Energy, sincerity, an entrepreneurial spirit, a "can-do" and enabling attitude, combined with the ability to deal constructively with conflict and criticism, and to relish successes while being able to admit and learn from mistakes. Must demonstrate a lack of pretension, a good sense of humor, and a passion for conveying that this is a great moment for the University of Oregon.

University of Oregon Executive Organization 2/9/12



BACKGROUND

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Mission Statement *(approved by the State Board of Higher Education, December 1999)*

The University of Oregon is a comprehensive research university that serves its students and the people of Oregon, the nation, and the world through the creation and transfer of knowledge in the liberal arts, the natural and social sciences, and selected professions. It is the Association of American Universities' flagship institution of the Oregon University System.

The university is a community of scholars dedicated to the highest standards of academic inquiry, learning, and service. Recognizing that knowledge is the fundamental wealth of civilization, the university strives to enrich the public that sustains it through:

- a commitment to undergraduate education, with a goal of helping the individual learn to question critically, think logically, communicate clearly, act creatively, and live ethically;
- a commitment to graduate education to develop creators and innovators who will generate new knowledge and shape experience for the benefit of humanity;
- a recognition that research, both basic and applied, is essential to the intellectual health of the university, as well as to the enrichment of the lives of Oregonians, by energizing the state's economic, cultural, and political structure;
- the establishment of a framework for lifelong learning that leads to productive careers and to the enduring joy of inquiry;
- the integration of teaching, research, and service as mutually enriching enterprises that together accomplish the university's mission and support its spirit of community;
- the acceptance of the challenge of an evolving social, political, and technological environment by welcoming and guiding change rather than resisting or reacting to it;
- a dedication to the principles of equality of opportunity and freedom from unfair discrimination for all members of the university community and an

- acceptance of true diversity as an affirmation of individual identity within a welcoming community;
- a commitment to international awareness and understanding, and to the development of a faculty and student body that are capable of participating effectively in a global society;
 - the conviction that freedom of thought and expression is the bedrock principle on which university activity is based;
 - the cultivation of an attitude toward citizenship that fosters a caring, supportive atmosphere on campus and the wise exercise of civic responsibilities and individual judgment throughout life;
 - a continuing commitment to affordable public higher education.

Academic Programs

The University of Oregon's academic programs are organized into nine degree-granting schools and colleges: the School of Architecture and Allied Arts, the College of Arts and Sciences, the College of Education, the Robert D. Clark Honors College, the School of Law, the Lundquist College of Business, the School of Journalism and Communication, the School of Music and Dance, and the Graduate School. These units offer more than 100 undergraduate majors and more than 150 graduate degree programs, and grant more than 5,000 degrees per year in a wide range of fields. The UO has particular strength in the natural and physical sciences, psychology and neuroscience, environment and sustainability, special education, sustainable design, journalism, entrepreneurship and sports business, environmental law, fine and creative arts, and interdisciplinary programs such as environmental studies and alternative dispute resolution. The Robert D. Clark Honors College is the oldest four-year public Honors College in the country. The nation's first Molecular Biology Institute was founded at the UO in 1959 and continues to engage in world class research.

The university's academic programs are grounded in a liberal arts education within a comprehensive research university. It promotes the attainment of AAU excellence on a human scale, which includes the cultivation of intellectual virtues and communities. Many of the university's graduate programs are ranked in the top 25 percent in the nation. The university aims to enroll, engage, and retain a diverse community of students and faculty to ensure excellence in the education it provides.

Under the Provost's leadership, the UO community developed an Academic Plan to guide future decisions. The plan affirms the university's commitment to a core of liberal education, to an academic program maintained on a human scale, to a curriculum shaped by respectful stewardship of human and natural resources, to institutional agility in balancing multidisciplinary innovations with traditional disciplinary strengths, to cooperative leadership and engagement with the community, and to a spirit of resourceful creativity. As part of this process, the UO has grown its student body and will further increase its tenure-track faculty to accommodate this growth.



As part of the Academic Plan, faculty developed a series of “Big Ideas” to inspire the future of the university, particularly in its research and outreach activity. These multidisciplinary, multi-college initiatives include Sustainable Cities, The Americas in a Globalized World, Global Oregon, Human Health and Performance, and Green Product Design. For more information on the Academic Plan and the Big Ideas, please refer to <http://provost.uoregon.edu>.

The University of Oregon Library is included in the prestigious Association of Research Libraries. Consisting of five campus branches and two off-campus branches, the UO Library system is heavily invested in providing access to academic technologies and resources in support of teaching, learning, and research throughout the campus community.

Research

Research, innovation, and graduate education are at the heart of what makes the UO a nationally prominent flagship university. The quality of faculty and graduate students is reflected by continued growth in externally sponsored dollars for research, outreach and public service; the number of prestigious awards and honors; the high national ranking of graduate programs in psychology, biology, geography, special education, architecture, and sustainable design; and the high proportion of licensing income per research dollar (among the top 20 in the country).

The university has a long tradition of multidisciplinary research, with a center and institute structure that promotes the collaborative and innovative environment needed to compete successfully. The university generated more than \$124 million in sponsored research expenditures last year—research activity that has doubled since 2000 and without medicine, engineering or agriculture. Major federal funding sources include the Department of Education, National Institutes of Health, and the National Science Foundation, and the Department of Energy. The university receives international recognition in the areas of green chemistry, materials science, neuroscience, environmental science, molecular biology/genomics, energy sciences and technologies, sustainability, special education and assessment/testing.

The UO has a long history of moving its discoveries and innovations to the market. Spinout companies are employing Oregonians across the state. In 2010, 17 UO-related spinout start-ups generated over \$32.9 million in revenue and employed 255 Oregonians. The University of Oregon ranks among the top 20 universities in the nation for percentage return on research (6.5 percent) through licensing of innovations.

Faculty

The UO employs more than 1,900 tenure-related (697) and non-tenure track faculty. There are more than 150 endowed faculty positions, including deans, nearly 40 chairs, and more than 100 professorships.



UO faculty members are deeply invested in teaching and research, in opportunities linking curriculum and scholarship, and share a commitment to the success of students. The size of the UO enables opportunities for faculty and students to engage in teaching, research, and mentorship in ways not always possible at larger institutions. In short, the UO is a major research university in a size you can get your arms around.

The university's faculty is exceptional in its productivity, and many faculty members are nationally and internationally prominent and respected. Faculty members have received many prestigious awards, including Guggenheim, MacArthur, Pulitzer, Fulbright, and American Academy of Arts and Sciences Fellows, National Academy of Sciences members, NSF Career Awardees, and most recently a National Medal of Science winner. Numerous faculty members have served or are currently serving as national leaders of their respective academic societies.

Faculty at the UO are deeply committed to research, scholarship, and creative practice and are per capita among the most research productive in the AAU. UO faculty demonstrate extensive impact within their disciplines and commonly extend that impact to larger multidisciplinary settings or public implementation. UO faculty are responsible for significant technology transfer agreements, intellectual property agreements, and start up activity. UO faculty research and professional practices also commonly address larger public and community interests, with the UO project on sustainable cities one noteworthy example.

Students

The university currently has a record enrollment of nearly 24,500 students. The UO student body is composed of students from all 50 states, the District of Columbia, two U.S. territories, and 89 countries around the world. More than 40 percent of the total student body comes from outside the state; about 17 percent are ethnic minorities – the majority of these are Hispanic or Latino, Asian, and Pacific Islander; about eight percent of the student body is international. In fall 2011 the mean incoming freshman GPA was 3.59. The average UO undergraduate student graduates in a little over four years, and 80 percent of UO graduates are employed or continuing their education within six months after graduation. The UO students have an 86 percent retention rate from first to second year. Approximately 87 percent of first-year students live on campus. About 10 percent of the student body is active in fraternity and sorority life.

Graduate education is an important component of the university's academic program. There are about 3,500 graduate students enrolled at the UO, including students from the College of Arts and Sciences and six professional schools. Almost 80% of full time doctoral students and 30% of full time master's degree students receive funding as Graduate Teaching Fellows for instructional, research or administrative work. Graduate assistants are unionized under the Graduate Teaching Fellows Federation, American Federation of Teachers.

Both graduate and undergraduate students participate in a wide range of research activities on campus. UO students are increasingly recognized for their achievement of distinguished awards and scholarships. Sixty-seven UO students have won nationally competitive distinguished scholarships in the last three years alone, including three Marshall Scholars, a Mitchell Scholar,

and numerous Fulbright, Gilman, Goldwater, Boren and Hollings Scholarships; and dozens of graduate students funded on NSF and other fellowships.

University of Oregon students have a history of activism, engagement and service on and off campus. The UO is routinely among the top per capita recruiting schools for the Peace Corps, and UO students have been named the most active in the country by *Mother Jones* magazine. Students play a critical role in shared governance at the UO, serving as voting members of the university senate and on most university committees.

The recognized student government is the Associated Students of the University of Oregon (ASUO). It is considered one of the most active and autonomous student associations in the country. The ASUO is responsible for an annual budget of approximately \$13 million in student incidental fees, allocated and controlled entirely by students. The ASUO also provides and coordinates many student services, including legal services, athletic tickets, and public transportation. The student union (Erb Memorial Union) is also funded by the ASUO and is governed by a student-led board of directors. More than 180 student organizations are recognized by the ASUO as student programs, run by students and providing programming, services, and advocacy on a wide range of issues. The ASUO is a member of the Oregon Student Association (OSA) and the United States Student Association (USSA).

Staff

University staff is categorized as Officers of Administration, Officers of Research, and classified employees. Officers of Administration are unclassified (i.e., not part of the Oregon University System classification scheme and not represented by a union) administrative personnel serving as supervisors, managers, administrators, confidential office workers, advisors, counselors, and professional academic support. Officers of Research are unclassified personnel whose responsibilities are wholly focused on research projects funded by outside agencies. There are some 1,600 classified employees represented by the Service Employees International Union (SEIU) who work under a contract negotiated by the Oregon University System. Classified employees are often on the front lines providing direct level services to students, including office service workers, nurses, engineers and trades, and maintenance staff.

Shared Governance

The UO operates under a model of shared governance which was first articulated by the University Charter of 1876: "The President and professors constitute the faculty of the University, and, as such, shall have the immediate government and discipline of it and the students therein." This model evolved over the next 136 years and was updated as recently as December 2011 in a new constitution.

Today, governance is shared by three groups: 1) the president and central administration; 2) the UO Senate, composed of faculty, staff and students to represent the entire campus community; and 3) a general assembly of the "statutory faculty." The central administration is responsible for the

management of the institution, in consultation with and with guidance from the UO Senate. State Board of Higher Education policy and Oregon Revised Statutes and Administrative Rules dictate that final decision-making authority on all matters subject to shared governance resides with the university president. The UO Senate and its committees have direct responsibility for advising the president on policy and matters related to the institution's academic mission, including course of study, curriculum, and academic and research standards. The UO Senate, or faculty by petition, may take academic matters of crucial importance directly to the entire statutory faculty for vote, the result of which is taken into consideration by the president.

The UO's model of shared governance promotes consultation, collaboration, and transparency among the administration, faculty, students, and staff. All campus stakeholders have a responsibility to protect the academic integrity of the institution, ensuring a professional and respectful workplace and sound stewardship of the state's flagship public university.

Diversity

Diversity is an essential component of excellence at the University of Oregon. It enriches the quality of university life and enhances the university educational and research environment. The state's demographics are changing quickly, particularly a growing Latino population, which means a significant increase in Latino students seeking a higher education experience. In the last few years the UO has strengthened its engagement and partnerships with other communities of color across the state, such as Portland's African American community. The university's outreach to Oregon's nine federally recognized Tribes is strong. Beyond state and national interests, the university is becoming increasingly international, and having a global focus is a strong academic priority.

Diversity is an important priority in student, faculty and staff recruitment and retention, issues related to campus climate, and outreach to the community, the region and the state. A broad range of activities relating to diversity occur across multiple offices on campus, including the Office of the Vice President for Equity and Inclusion, the Office of the Vice President for Student Affairs, and many academic, administrative and student service departments on campus. University-wide and departmental diversity committees throughout the campus have representation from all segments of the campus community.

In addition to activities that promote and enhance diversity, scholarship on diversity issues is vibrant at the university and a growing source of institutional strength. There are a cluster of multidisciplinary research centers that report to the Vice President for Research and Innovation and Dean of the Graduate School, which promote, support and disseminate research on gender, race, ethnicity, sexual orientation, and other issues relating to diversity.

Finances

The University of Oregon has total projected FY 2012 revenues of \$813 million. Approximately \$47.5 million comes from state support through the Oregon University System accounting for 5.8 percent of the UO's operating budget. Tuition accounts for 40 percent of annual revenues, and gifts, grants, and contracts account for about 19 percent.

The state has steadily divested its support for higher education over the last three decades. The UO has become increasingly self-sustaining and self-reliant through effective management of tuition and fee revenues, increased sponsored research and commercialization revenues, and increased philanthropic support. Non-resident tuition income, priced at market rates, has become a critical funding source that requires maintaining an excellent quality of program to be competitive.

Record enrollment growth, particularly over the last four years, necessitates investment in faculty, support services and infrastructure. It is critical that the UO have access to capital. Working with the Oregon University System and statewide leaders, the UO continues to seek authority and greater autonomy to use bonds to fund critical investments—within the state's and the university's acceptable debt capacity. That level of authority currently resides at the State Board level.

Under the provost's leadership, in 2010 the UO introduced a Responsibility Centered Management budget model that gives greater autonomy to the deans to manage their tuition revenues and expenses (<http://budgetmodel.uoregon.edu>).

Development and Fundraising

Despite the state and national economy, the university continues to receive consistent and generous support from thousands of alumni, friends, foundations, and corporations. It has also benefited from the strong support of several key donors who have contributed generously to academic and athletic programs. Total fundraising for FY 2011 was \$116 million, which is the third highest in the university's history and the fourth year in a row gifts have exceeded \$100 million. Total fundraising for FY 2012, based on 6-month pledges and receipts, is projected to reach \$140 million.

Four years ago the UO concluded a comprehensive seven-year capital campaign, "Campaign Oregon: Transforming Lives," that raised about \$850 million from 90,000 individual donors. This far surpassed the campaign's \$600 million goal. The campaign's goals included major capital improvements, student scholarships, program support and faculty support. The university is now in the silent phase of its next comprehensive campaign. It has an unannounced goal of raising more than \$1 billion in a seven to eight-year timeline.

The University of Oregon Foundation

The UO Foundation (UOF) is a private 501(c)3 organization that exists to serve the university. The UOF receives, manages and distributes private gifts to the university and manages the

university's endowment, currently valued at approximately \$500 million, with assets that now total approximately \$800 million; UOF has consistently achieved top quarter results in endowment performance among universities nation-wide. As a private entity, UOF can purchase property, access external funding sources for the university, and handle other activities that as a public entity, the university is unable to do. The UOF is governed by a 42-member Board of Trustees, composed primarily of University alumni, many of whom are significant donors.

Alumni

The University of Oregon enjoys a passionate, loyal, and vocal alumni base. Alumni are important assets to the UO, especially now when the UO and the system are poised for fundamental change. UO alumni fully appreciate the education they received, and they are invested in creating a better institution for the future with the hope that they will increase the value of their degree.

Alumni advocacy and engagement is led by the University of Oregon Alumni Association (UOAA), which was founded in 1879 by the institution's first five graduates. Today the UOAA supports more than 200,000 active alumni around the globe with more than 60,000 alumni in Oregon alone. UOAA members volunteer thousands of hours on campus, help recruit students, provide hundreds of scholarships annually, develop programming to endear more alumni to the UO, and help the UO achieve ambitious fundraising goals. The alumni at the University of Oregon are a critical stakeholder to the future success of the institution.

Notable alumni include author Ken Kesey, U.S. Senator Ron Wyden, Nike CEO Phil Knight, legendary distance runner Steve Prefontaine, newswoman Ann Curry, and advertising magnate Dan Weiden.

Governance and Change

Seven institutions comprise the Oregon University System: Eastern Oregon University, Oregon Institute of Technology, Oregon State University, Portland State University, Southern Oregon University, the University of Oregon, and Western Oregon University. The Oregon State Board of Higher Education is the statutory governing board of each institution and appoints university presidents.

The current system of educational governance and accountability is in a process of transition. Through legislation approved by the Oregon Legislative Assembly last year (Senate Bill 242), effective January 1, 2012 the status of the Oregon University System changed from a state agency to a public university system. The net result of this change is greater operational flexibility for each campus. The legislation also proposed the creation of a new Higher Education Coordinating Commission that will coordinate educational activities in the state and ensure a strong level of accountability in the achievement of agreed upon performance outcomes.

Also approved last year was a bill requested by the governor to create the Oregon Education Investment Board (Senate Bill 909). The purpose of the board, which is chaired by the Governor, is to oversee an effort to create a seamless, unified system for investing in and delivering public education from early childhood through high school and college so that all Oregonians are well prepared for success in the 21st century. As part of this process, the state has established what is known as the “40-40-20 goal,” an expectation that 40 percent of state adults will achieve at least a bachelor’s degree, 40 percent will achieve an associate’s degree or meaningful post-secondary certificate, and 20 percent will achieve at least a high school diploma. Funding for Oregon educational institutions, including its public universities, will be linked to the achievement of outcomes articulated through compacts established with the Oregon Education Investment Board.

Legislation has been introduced this year to create a special legislative committee to review the subject of institutional governance for higher education, and to make recommendations for legislation for the 2013 legislative session. The University of Oregon and its Foundation have been active participants in discussions leading to the introduced Bill (House Bill 4061).

Outreach and Partnerships

The university has a number of instructional and research partnerships with other institutions within the state, including dual enrollment and special admissions agreements with Lane Community College and Southern Oregon University. The UO participates in the Associate of Arts Oregon Transfer and Oregon Transfer Module programs in the state. The UO has also made a commitment to keep a course-for-course articulation current and searchable on the web for every course at every Oregon University System institution, and Oregon independent and community colleges. In addition to instructional partnerships, the university is engaged in dozens of research projects from nanotechnology to transportation planning, both as lead and as partner, with other members of the Oregon University System.

Campus, Location, Cultural Life

A veritable arboretum, the university’s beautiful campus sits on 295 acres along the Willamette River in Eugene, Oregon, a city known for its quality of life, arts and outdoor recreational opportunities. The Eugene-Springfield metropolitan region is situated at the southern end of the Willamette Valley, about two hours from Portland and one hour from the Pacific coast and the Cascade Mountains. The UO is known for the quality of its outdoor programs, enabling a range of research, sports, and recreational activities in the Cascade Mountains, an abundance of rivers including the Willamette, McKenzie, Columbia, Rogue, and Deschutes, and the Pacific Ocean. Hiking, biking, running, rafting, and fly-fishing are popular year-round activities.

In addition to the main campus in Eugene, the university operates other programs and facilities across the state, including; Pine Mountain Observatory in Central Oregon; the Oregon Institute of Marine Biology on the Oregon coast; and innovative undergraduate academic outreach and service learning experiences. The university has an important and growing presence in Portland

(<http://portland.uoregon.edu>) where academic and professional programs are offered in a landmark facility, The White Stag Block.

The university has two museums: the Jordan Schnitzer Museum of Art and the Museum of Natural and Cultural History. There are numerous additional galleries, a Cinema Pacific Film Festival, and a robust Arts Council. The Many Nations Longhouse at the UO was designed by architect Johnpaul Jones, who designed the National Museum of the American Indian in Washington, D.C.

The university has a vibrant cultural and performing arts community. There are three venues for dramatic arts on campus that offer a range of stage productions from classical works to modern musicals. More than 200 concerts and recitals are presented on campus throughout the year by visiting artists, by faculty members of the School of Music and Dance, and music students. The Oregon Bach Festival is internationally renowned. Students can participate in a wide variety of performance ensembles. A variety of art courses are available at the Craft Center, and dance instruction is available through the Department of Dance.

Athletics

The University of Oregon has a vibrant NCAA Division I intercollegiate athletics program that is considered among the strongest in the nation. It is a member of the Pac-12 Conference. Five hundred Oregon student athletes participate in 18 Division I sports, and students at any skill level can participate in more than 40 club sports. The program focuses on providing an exceptional student-athlete experience; building structures and donor/fan base to ensure fiscal sustainability; using recent momentum and national visibility to enhance the brand of the university; and giving back to the community through service and support.

The success of UO's intercollegiate athletics program has been exceptional. The UO has finished in the top 30 of the Director's Cup Standings for four consecutive years, a mark of the strength of the overall program. The UO football team received national attention when it played in the 2011 BCS National Championship, and this January when it won the Rose Bowl.

Eugene is known as "Track Town USA" primarily because of the UO's many track and field legends, including Bill Bowerman and Steve Prefontaine. Historic Hayward Field at the UO is home to many prominent track and field events, including this summer's U.S. Olympic Team Trials.

The university of Oregon is an equal opportunity, affirmative action institution committed to cultural diversity and compliance with the Americans with Disabilities Act.

For additional information, please consult the university's website at <http://www.uoregon.edu>.

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SEARCH TEAM AND CONTACT INFORMATION

Nominations, inquiries, and expressions of interest (cover letter, CV, and five references) should be directed electronically to: UOregon-President@divsearch.com.

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